PMI

Project Management Institute
Portland Chapter

Monthly Newsletter

Issue Highlights

www.pmi-portland.org

Next Chapter Meeting
November 10, 2009

Educational Presentations

19 Techniques for Managing People who do not Report to You, by Connie Plowman PMP, Cadence Management Corporation

Sustainability – Myths and Realities: Why it's the best strategic investment your company can make, by Gary Langenwalter, Sustainability Partners International

Keynote Presentation

Using IT to Enable Sustainability in Your Business, by Tom Sedory, Nike

Role of PMs to Enable Sustainability, by Anthony Tomich, PMP, Nike

Sponsored by

DeVry University

Keller
Graduate School of Management

New workshops

Two new workshops are scheduled for November and December, with three more scheduled for later in the year.

Now is the time to get involved!

There are at least three volunteer positions waiting to be filled. Join in and grow.

Two more professional development opportunities

Read about the ISSG call for papers and the PDMA Learning Event .

Volunteer of the month – Saby Wairich

Congratulations to Saby, our Director of Volunteers.

How to get things done

Some projects get off to a fast start, but soon lose momentum and become mired. You can do two things to avoid this fate on the projects you lead.

Get straight with your philosophy first

Thoughts on sustainability and project management.

Career Networking Event

Read about the widely attended 2nd Career Networking event and see photos.

And More ...

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The President's Corner

Green is the new black !

Rachel Paulson

Increasing value through connection.

Have you noticed how everything we are seeing and hearing now revolves around the concept of "green?" Recycling has always been a part of my world, in varying degrees, as has conserving energy (turning off lights, riding your bike, etc.) So why does it feel like a new concept again? Is it because of marketing and the next "big business" approach? Is Green the new Black, just renamed? Or, is it because we are finally seeing the results of the lack of action or attention our world has placed on the importance of taking care of our planet?

Whatever the answer, we are seeing an increase in projects whose primary focus is on reducing waste through business process redesign and supporting technologies, reusing consumed materials to make new products, developing wind energy products, and harnessing the sun's energy for power, just to name a few. This impacts project managers' focus and needed experience. How do we get that experience?

This month's theme was designed to provide needed exposure to green concepts, talk about the projects and the companies that employ those concepts and inspire a thoughtful approach to the green movement. The challenge we face, not unlike our planet, is finding the right "green" to focus on and provide information to our members. We are excited to be able to provide this information and hope you find it to be valuable.

In addition to this month's theme, we are offering two pre-dinner educational sessions for you to choose from. This will be a first and is a pilot program for us. We expect that providing options for education sessions will inspire increased attendance. Increased attendance provides more opportunities for networking and connection.

Speaking of networking, did you have an opportunity to attend the networking event on October 22nd? It was fantastic with so many connections being made. I want to personally thank Pam Melton, our chapter's Director of Networking, for the hours of work invested in this event and Jeff Brummel, VP of Marketing, for his constant support and forward thinking approach to the events we host. Well done!

To all volunteers of the Portland Chapter, thank you for your time and focus to increase member value through connection. I am honored to work with you. And, finally, to our members, new and renewed, thank you for your continued involvement as a member. The board does all of this for you!

Rachel Paulson, PMP, President, PMI Portland Chapter

president@pmi-portland.org

Thought for the Month

We do not inherit the earth from our ancestors, we borrow it from our children.

~Native American Proverb

Upcoming Chapter Meetings

December 15
January 19

Chapter Meeting Sponsor

PMI Portland extends a heartfelt "Thank You" to **DeVry University and Keller Graduate School of Management** for its recognition of the importance of professional development for project managers and sponsorship of this month's chapter meeting.

DeVry University and Keller Graduate School of Management are your professional edge in Project Management. To date, we have six degree programs and concentrations that have received the PMI Global Accreditation Center (GAC) accreditation. By completing a GAC accredited program, students earn 1,500 hours toward the project management experience required to take PMI's Professional (PMP®) Credential examination.

In addition to the credibility you expect, Keller also offers the flexibility you need. With an accelerated program available at the Portland Campus, online or a combination of the two, you can build the schedule that fits your needs and keeps your life in balance. To learn more, contact the Portland Campus today at 503-296-7468 or visit us online at http://www.keller.edu/.

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November 2009

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6 SOUTH Roundtable	7
8	9 *Online registration closes for Chapter Meeting.*	10 PDX Chapter	11	12	13 NW Roundtable	14
15	16 *Workshop Reg deadline*	17 NE Roundtable	18 SALEM Lunch	19 WEST Roundtable Workshop—Best Practices in Managing Projects w/ MS EUGENE Dinner PDMA Learning Event	20 CORVALLIS Lunch	21
22	23	24	25	26 BE THANKFUL!	27	28
29	30	DEC 1	2	3	4 SOUTH Roundtable	5 *Workshop Reg deadline*
6	7	8 Workshop—Process & Persona of Effective Leadership	9	10	11 NW Roundtable	12

For details, click here for the *PMI PDX Web Calendar*

November Dinner Meeting Menu

Oven Roasted Salmon with Baby Potatoes and Peach Blackberry Chutney, OR …

Farm Fresh Vegetable Wellington, Basil Marinated Tofu, Grilled Zucchini, Yellow Squash, Sweet Carrots, Red Onion, Eggplant and Shiitake Mushrooms Wrapped in Tender Brick Dough and Served with Blended Wild Rice and Roasted Tomato Coulis

A professional photographer will be on-site to document Chapter Meeting events and activities. Photos are the sole property of PMI Portland. By registering for or attending these events, attendees understand that all photos may be used for promotional purposes.

November Keynote Presentation: Nike

Using IT to Enable Sustainability in Your Business

After arriving at the office on your bike, do you "dive into work" and essentially set aside the values that you hold dear outside of work such as concern for the environment or interest in helping your community? As today's leading corporations are discovering, you don't have to make profit at the expense of people or the planet. Delivering positive returns across the "triple-bottom line" is possible. During this presentation, we'll explore using IT as a means to enable sustainable business practices that not only help you maintain a profit but also leave the planet healthier and put people first.

About the Presenter

Tom Sedory, Director of IT Sustainability, Nike, Inc.

For 16 years, Tom has been a part of Nike, leading software research and development for all areas of Nike's "front of the house" including Sales, Retail, Product Creation, and Brand Marketing. Tom's passion for the environment drove him to volunteer time to work with Nike's Corporate Responsibility teams and Facilities to look for IT solutions to environmental challenges. Now his current role allows him to combine his passion and experience, driving Nike's global IT teams to find the opportunities for "triple bottom line" results. He works across Nike's matrixed organization to influence the use of technology for ethical and efficient solutions to business needs. Tom received two bachelors in Philosophy and Computer Applications from the University of Notre Dame and his masters in Applied Information Management from the University of Oregon.

The Role of PMs to Enable Sustainability

As citizens of planet Earth, and being in a unique leadership position on critical IT investments, how can the Project Manager lead and drive sustainability efforts within a Project, within a Group, and as part of an Organization? We will show some real life examples of how this can happen.

About the Presenter

Anthony Tomich - PMP, Director of Project Management Practice, Nike, Inc.

For 4 years, Tony has been a part of the team creating and leading Nike IT's efforts to create Project Management Office (PMO). Tony has helped do this while playing different roles within the organization - as a Program Manager, as Project Delivery Manager, and now as Director for the group. During this time, the group has evolved to develop a consistent Project Management Methodology and driven the utilization of the framework across IT, with the goal of increasing the business value of these project investments. Current efforts include the evolution of the Practice to include expanding beyond traditional IT boundaries, growing the Community of Practice across Nike Inc., and partnering with other Practices to develop a more iterative framework. Prior to coming to Nike, Tony worked at Intel for 14 years providing Program and Project Management support in a variety of areas within IT. He has a BA from the University of Washington and an MBA from Seattle University.

New Member Meeting

Held during the Chapter Networking hour.

We meet directly after the Educational Presentation (5:35-same room) so attend it, stick around and meet some new folks!

Why Pre-register?

Although you can register at the door for the Chapter dinner meeting, pre-registration is preferred. This helps us to assure there are enough tables, chairs and food for everyone. Register online now....

- You will be entered into a drawing for a free meeting.
- There is a $10 fee for walk-in registration.
- Online registration closes at 10 am the Monday prior to the meeting.

Questions, contact registration@pmi-portland.org

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November Educational Presentations

19 Techniques for Managing People who do not Report to You

In October 2009, this topic was presented by Connie Plowman at the PMI North America Global Congress in Orlando, FL. It was the first session offered at the Congress, and the only session "sold out" in its time-slot.

This month's chapter theme is Sustainability. How do we sustain the resources assigned to our projects when these resources do not report to us? This presentation outlines 19 key techniques for managing people who don't report to you, laying a foundation for management success even in the most complex of team environments.

You will learn to build relationships with difficult team members, and to turn challenging relationships into productive ones. You will learn key techniques to problem solving that focus on successful outcomes -- not intermediate obstacles. You will learn to manage work more efficiently, focusing on quick deliverables and breaking down work accordingly. Finally, you will learn to create support through understanding, and show the team how their support will help you all to deliver bottom line results.

This fast-paced session is designed for all levels of project managers -- from small to complex teams, across complicated project environments. These 19 techniques will help you to focus on your strengths and rally the support you need to get your projects done.   Join us for this interactive learning experience!

About the Presenter

Connie Plowman, PMP, is Chief Operating Officer for Cadence Management Corporation (www.cadencemc.com), an international project management training and consulting firm. Cadence is honored to receive the PMI Continuing Professional Education Provider of the Year Award for 2009.

Connie started with Cadence in 1988, after a successful career with IBM in employee, customer and executive education. At Cadence, Connie is a corporate officer responsible for management of day-to-day activities of the corporation, reporting directly to the CEO. She is a member of the Cadence Leadership Team supporting the organization's mission and strategy, contributing to the planning, organizational development and direction of the business. Working with Cadence's worldwide customers, Connie has the opportunity of talking daily with global clients about their project management needs and challenges. She has over 20 years working in the project management profession.

Connie is a graduate from Portland State University. She is a certified Project Management Professional (PMP) by the Project Management Institute. Connie is an active volunteer leader in PMI, and has held various board positions, including Chapter President for PMI-Portland and Region 1 Component Mentor. She currently volunteers as a global team member for PMI's Leadership Institute Advisory Group.

Sustainability – Myths and Realities: Why it's the Best Strategic Investment your Company can Make

What is Sustainability?
- Some people sound like Sustainability is the next big movement.
- Others (especially in the Portland area) equate Sustainability with Green – and they can't afford any more low-return capital expenditures.
- Others figure it's a fad that will wane soon, and they can't afford to take their eye off of the important things like making a profit this quarter.

Come hear what it's really all about, by a practical entrepreneur who has spent more than 25 years in business, and who has written both a course for the AICPA and a novel on Sustainability. In this presentation, Gary Langenwalter will:
- Explain what Sustainability is, and what it isn't
- Tell why it works, the "secret sauce" that most people overlook
- Show the hard data about results of Sustainability efforts
- Tell how to test the waters at virtually no cost, and how to implement Sustainability in a way that it starts throwing cash on the bottom line almost immediately. His motto: "Leave your wallet at home."
- Tell real results in different industries, including manufacturing,

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building trades, fast food, retirement homes, etc.
• Provide a proven road map for successful implementation

Takeaways:
• Quick self-assessment of your potential return on Sustainability
• Proven road map for successful implementation

Gary will also autograph copies of *The Squeeze,* his business novel on Sustainability, for those who wish to purchase a copy.

About the Presenter

Gary Langenwalter is the founding partner of Sustainability Partners International, which assists businesses in creating and executing strategies for sustainability. They show clients how to use Sustainability to attain **double the profitability** that is typical for their industry, by attracting and retaining the:
• best customers
• best employees
• best suppliers
• best financing
• best relationships with regulators

At the core of their approach is the DNA of a powerful new way to do business.

Gary has more than 30 years of business experience, including 20 years as a successful consultant to companies large and small across the globe. Before starting his own firm 20 years ago, he worked for KPMG Peat Marwick, PriceWaterhouseCoopers, Faultless Caster Corporation, and Burroughs Corporation. Gary is also the Director of Education of the Sustainable Catering Association.

He has written *The Squeeze* (a business novel about Sustainability), plus 4 professional courses and 2 professional reference books. And his passionate and entertaining presentations have engaged participants at international, national, regional, and local events, including keynoting the Pacific Rim Conference of the Association for Manufacturing Excellence.

Chapter Meeting Logistics

4:00 Registration Table Opens
4:30 Educational Presentation
5:30 Networking
6:30 Dinner and Announcements
7:00 Keynote Presentation

Free parking - get a pass at the registration table.

Doubletree Hotel—Lloyd Center
1000 NE Multnomah
Portland, OR 97232
(503) 281-6111

PMI Portland Members - Keynote Presentation $25, Educational presentation $10, Both for $35

Non-Members - Keynote Presentation $30, Educational presentation $10, Both for $40

PMI Portland Student Members - Keynote Presentation $10

Keynote Presentation only (without meal) - $12

Pre-register for best price! Price is $10 more at the door.
No refunds within 24 hours of the meeting

Contact the Director of Registration for registration questions.

Looking for chapter meeting presentations?

Go to our website and select *Member Resources > Meeting Handouts* from the menu bar.

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Portland Area Roundtables

NW Roundtable

Con-Way
2055 NW Savier, Portland
Ask at desk for room
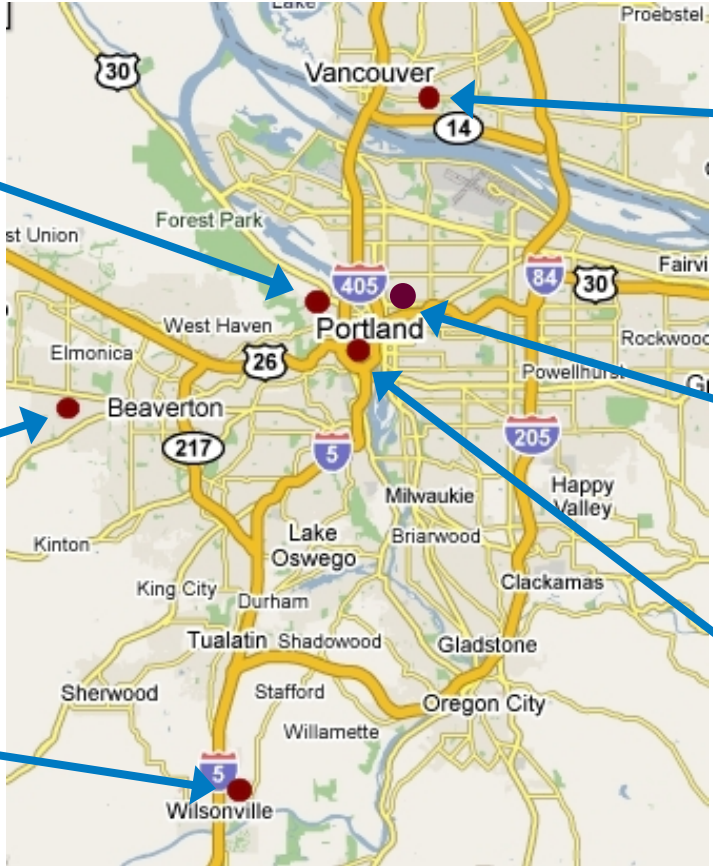
2nd Friday 7:15-8:45 am

WEST Roundtable

Nike World Headquarters,
Beaverton
Nolan Ryan Bldg,
Air Huarache, 1st Floor

3rd Thursday 7:30-9 am

SOUTH Roundtable

Mentor Graphics Campus
8005 SW Boeckman Rd.,
Wilsonville
Commons Bldg., Big Muddy Conf. Rm.
1st Friday 7:15-8:45 am

NORTH Roundtable

Clark Public Utilities
1200 Fort Vancouver Way,
Vancouver - Community Room

4th Friday 7:15-8:45 am
Watch for NOV/DEC changes

NE Roundtable

The Portland State Office Bldg.
800 NE Oregon Street, Portland
Room 1C-30

3rd Tuesday 7:30-8:30 am

DOWNTOWN Roundtable

Unitus Plaza
1300 SW Sixth Ave., Portland
Community Room, 4th floor
4th Wednesday 7:30 am
NOV & DEC cancelled

Join us!

For more information, maps, to join the roundtable, contact the moderator, or RSVP for meetings, see the PMI Portland roundtable webpage.

Write an Article & Earn PDUs!

Write an article or book review for the newsletter.

Details

Contact newsletter@pmi-portland.org

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Best Practices in Managing Projects with MS Project

Date: November 19, 2009   1:00 – 4:30 pm
Location: World Trade Center 2, Mezzanine 5
Cost: PMI Portland chapter members $75, non-members $85
PDUs: 4
Deadline: November 16, 2009.

Almost all projects have a schedule, and the most widely used project scheduling tool on the market is Microsoft Project. Most project managers need to know how to create and use project schedules to estimate work, duration, costs, as well as to track and report on progress, risks and issues.

Come learn key best practices in using Microsoft Office Project to successfully create, track, and manage project schedules and resource pools. Participants will learn how to apply best practices, tips and tricks to planning and managing projects with Microsoft Office Project.

Bring your laptop with Project or share with a colleague. Workshop participants will receive a course workbook.

Instructor:

Kevin Williamson, MCTS, PMP is a Senior Project Advisor with Advisicon, Inc. and delivers project, program, and portfolio management consulting services to clients throughout North America. He is also a Microsoft Certified Technology Specialist (MCTS) in Microsoft Office Project and Project Server technologies.

Kevin's broad background and passion for teaching enable him to relate project and portfolio management methodologies and best practices to a wide range of audiences and organizations. Kevin is a contributing author to seven books on project management topics.

To Register, go to the PMI Portland website: www.pmi-portland.org.

Upcoming Workshops

1/12/2010	Change Management, Peter de Jager
2/16/2010	Sixth Sense Communications, Christine Zust
3/18/2010	Project Teams Unstuck, Tom Sheives

The Process & Persona of Effective Leadership

Date: December 08, 2009   7:30 am – 4:30 pm
Location: World Trade Center, Portland OR Flags Room
Cost: PMI Portland chapter members $225, non-members $240
PDUs: 7
Deadline: December 5, 2009.

It's been said that:

"You Lead people and Manage processes."

"You Lead from the front and Manage from the back."

"Leadership tends to be more emotional and management tends to be more intellectual."

This may explain why so many project managers struggle with project leadership! The duality of leading and managing at the same time is an ongoing challenge for many people in all management positions, but it is especially challenging for project managers due to the fact that they are often asked to influence others without direct authority. You will begin to have a greater sense of clarity as to your natural or default leadership style and be introduced to an effective process to improve your ability to communicate in a more clear, candid and dynamic way in order to improve the buy in of productive team members and identify those people and issues that are keeping you from running an effective process and achieving the desired results!

Instructor:

As a speaker, **Steve Hegele** utilizes his natural curiosity and passion for learning to deliver cutting edge knowledge, concepts and ideas. With a presentation style that uses a fresh perspective on what is happening in the market place, his personal stories and real life examples help listeners to learn from others' successes and mistakes.

As a consultant and coach, Steve is known for building trust and influencing action. His clients will say that he is "painfully" honest and candid which makes him a rare asset to those seeking real feedback which leads to measurable improvement. His reputation for being realistic while inspiring and motivating has led to long and loyal relationships with clients. Click here to see a video clip

To Register, go to the PMI Portland website: www.pmi-portland.org

PMI Project Management Institute Portland Chapter

PDMA Learning Event

www.pmi-portland.org

"Product, Project and Program Managers in Product Development: Who's Responsible for What?"

The Oregon chapter of the Product Development and Management Association (PDMA), the premier global advocate for product development and management professionals is pleased to announce its November Learning Event.

Throughout the development of every product, tough decisions have to be made including funding, features, schedule and resources. Three key roles for this process are the product manager, the project manager and the program manager. This event will explain each manager's perspective on the product development process and explore ways to eliminate potential areas of overlap and friction. Attending this event will provide you with a clarification of roles and suggestions for how to work more effectively with each position at every stage of a product development cycle.

Panelists
- Tom Phillips (Sr. Product Marketing Manager, Cascade Microtech; Former Sr. Product Manager, Hewlett Packard)
- Jeff Oltmann, PMP (VP at Large, Project Management Institute / Portland Chapter; Principal, Synergy Professional Services)
- Anthony Woods (New Product Development Program Manager, Tektronix)

Event Details
Thursday, November 19, 2009
5:30 – 6:00 pm   Registration and Networking
6:00 – 7:30 pm   Presentations and Q&A

Residence Inn Portland West / Hillsboro
18855 NW Tanasbourne Drive
Hillsboro, OR 97124
503.531.3200

$15 on-line registration prior to the event; $20 at the door

www.pdmaoregon.net

The Product Development and Management Association (PDMA) is the premier global advocate for product development and management professionals. The Oregon chapter's mission is to help local professionals and organizations to identify, develop, and launch more innovative and profitable products and services through cross-industry collaboration, thought leadership, and the sharing of best practices and practical knowledge.

![PMI Project Management Institute Portland Chapter]

Membership News

www.pmi-portland.org

Welcome New Members

Adamowicz, Jerry
Atkinson, Mary
Baker, Joe
Balakrishnan, Leslie
Collier, Stephen
Cowlishaw, Larry
Dees, Brian
Doraiswamy, Shri
Feeney, Stacy
Fortuine, Rebecca

Genduso, Joseph
Godwin, Eric
Hackman, Nicole
Haverty, Chris
Hudson-Rosemon, Judith
Johnson, Lin
Knox, Theresa
Leadbetter, Stacy Madelina
Letcher, Teresa
Levinson, Barrie
Mazloomi, Reza
McCartney, John
Meriaho, Jorma
Pommier, Susan
Smith, Kenneth
Toft-Vizzini, Gail
Waldow, Leslie
Wentworth, Richard
West, John
Wilson, Cheryl

* Membership information is provided to the chapter monthly by PMI Headquarters. There may be a 1 to 2 month delay due to newsletter publishing constraints. Contact PMI Headquarters at (610) 356-4600 or www.pmi.org to change or manage your membership information.

Congrats New PMPs

Jones, Terence PMP

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Volunteer News

As a volunteer run organization, it goes without saying that our volunteers are the lifeblood of the chapter. With the continuous influx of new members and new volunteers, the chapter is constantly evolving. Our true strength comes from the collective knowledge of our members. The main challenge is capturing and sharing that knowledge across the organization. I personally appreciate the fact that the PMI Portland Chapter provides so many opportunities for each member's voice to be heard. You can share your experience, knowledge, and talent however you chose: mentoring others, submitting an article to the monthly newsletter, applying for an open volunteer position, joining the general volunteer pool, providing feedback to our chapter leaders, or infusing your own ideas into the organization by creating and leading a new program. Collectively we can help improve the chapter and the services it provides though active participation.

For more information, please check out our website at www.pmi-portland.org. Go the Volunteering page to view open positions, or just select the "VOLUNTEER NOW" link on the page to let us know how you would like to get involved.

Current Volunteer Opportunities:

New Member Survey Program Manager

The New Member Welcome program welcomes new members to the chapter at each monthly Chapter Dinner meeting, educates them on the benefits and opportunities of membership, and introduces them to chapter leaders. The role of this position is to manage the end-to-end processes encompassing the following: Prepare materials and supplies for the meeting, work with the VP of Membership, distribute surveys and enter survey data into Excel, create graphs, and interact with new members.

Apply online or contact John Gugel for more information:

Email: vp_membership@pmiportland.org   Phone: 503-510-6108

Member Retention Program Manager

Primarily using email, at key milestones in the chapter membership lifecycle, the Program Manager (PgM) sends appropriate communications to Chapter members highlighting the benefits available to them and encouraging members to become involved in chapter leadership and event offerings. The role of this position is to manage the end-to-end processes encompassing the following: 1) Regular email communications to chapter members at key milestones in their membership 2) Monthly metrics tracking, status reporting of key metrics, and time spent on PgM activities 3) Attendance at chapter dinner meetings, and Membership Committee meetings.

Apply online or contact John Gugel for more information:

Email: vp_membership@pmiportland.org   Phone: 503-510-6108

Pool of PMP Interviewees

Share your knowledge with prospective project managers. The Clackamas Community College is looking for PMPs willing to be interviewed by project management students. Provide your name and email contact. The information will be given to the program director to disseminate to the students. The students will be responsible for contacting and arranging individual interviews. Requires PMP Certification and desire to share knowledge.

Apply online or contact Dianne Johnson for more information:

Email: pastpresident@pmi-portland.org   Phone: 503-504-4717

Jeremy Black, Volunteer Recognition Program Manager

Welcome New Volunteers

Please welcome Pam Lam PMP to our Chapter Volunteering Program as the Assistant Director of Volunteers. Pam brings enthusiasm and great customer service qualities to this role as she responds to the queries and needs of other member volunteers.

Pam is currently working for OHSU. Pam has earlier worked for Intel, Prodigy, Tradenet, etc. Pam is a graduate of MIT with Bachelors in Electrical Engineering. At OHSU she is working in the field of Informatics and wants to pursue her career in the field of the Healthcare. She has also done student internships at hospitals and medical centers in NYC and in Portland.

I am very delighted that Pam has joined our team. She can be reached at volunteers@pmi-portland.org

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Volunteer of the Month-Saby Waraich

Please join me in congratulating our November Volunteer of the Month, Sarabjeet (Saby) Waraich. Saby was working as the Assistant Director of Volunteering since last October, and then he formally stepped into the role of Director of Volunteers last month. Saby enjoys working with people and brings enthusiasm and great customer service qualities to this role as he responds to the queries and needs of other member volunteers. Saby is currently working as IT Project Manager for the City of Portland. Prior to moving to the US he was a software engineer and project manager in India for various projects while implementing Six Sigma quality initiatives. Saby is a graduate of Portland State University with an MS in Engineering & Technology Management. He also holds a BS in Computer Science & Engineering from Punjab Engineering College, India. Saby is a member of the online Mentor Net community where he has been very active in mentoring individuals. He is also a member of committees such as Rose City Spin, local Java users, .NET users, and OMEGA Rho groups. In his spare time, Saby likes to watch action movies and play with his 6 year old son and 3 year old daughter. He can be reached at volunteer@pmi-portland.org

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Faces of PMI Portland (October 2009 Chapter Meeting)
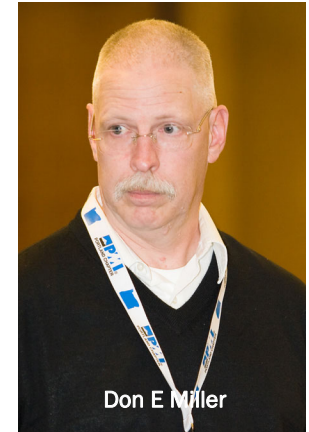

Sundar Gopalan PMP

Alma Kramer PMP

Karl Daniel Schorr PMP

Anne Robitalle PMP
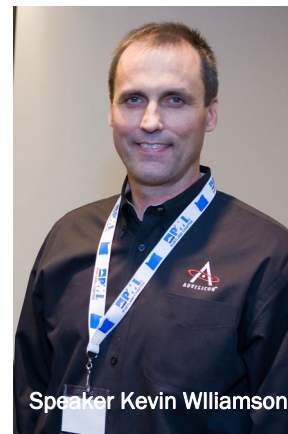

Don E Miller

Many thanks to
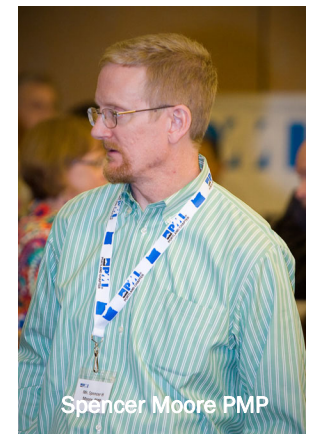Erik Odegard
for the photos

Paul Chirdori, MBA PMP

Speaker Russ Martinelli

Bob Vanderberg PMP

Speaker Kevin Wliamson

Spencer Moore PMP

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How to Get Things Done

Mastering Projects Series, by Jeff Oltmann

Avoid the Mire

Some projects get off to a fast start, but soon lose momentum and become mired. You can do two things to avoid this fate on the projects you lead.

- Create a project culture that favors action.
- Implement a consistent system for measuring progress on projects.

Read on to see how.

Build an Action Environment

First, invest in building a project environment that values getting things done. As a leader, your behavior sets tone and expectations. Personally demonstrate four behaviors – driving, delegating, listening and measuring – that show you're serious about action and progress.

1 Drive—Personally drive things forward, and show your team how to do the same.

- Use gates, milestones, and reviews to force action.
- Consistently require people to take action items, then follow up on them. Use issue logs to make sure that problems are getting attention and are being solved.
- Use tiger teams to focus intense energy on solving specific problems that are impeding progress. Create war rooms to promote teamwork and communication across functions.
- Use change control to maintain integrity and minimize thrash and confusion.

2 Delegate—Build an environment where people and teams can do excellent work without you. The Agile development movement highlights the destructiveness of micromanagement. Instead, provide a good working environment and clear indicators of status that everyone can see, so the team can do most of the day-to-day driving itself.

3 Listen—Develop a reputation for an open mind and an open door. Good listening skills give you a sixth sense for upcoming obstacles, so you can anticipate and remove them before they impede progress.

4 Measure—What gets measured gets improved. Good measurement gives you the information you need to steer the project in the right direction.

Delegate
Measure
Listen
Drive

Measure Progress

Running a project is like piloting a plane. The baseline plan is a flight plan, mapping out the route to the destination. The pilot uses a GPS navigation system to determine the plane's position and whether it is on course. Similarly, a project manager needs a GPS to determine where his project is. Status monitoring is part of a project's GPS system.

A good status process distributes "position fix" information, increases accountability, illuminates obstacles, and improves communication. Brown says,

> A project status process is one of the greatest opportunities to establish a positive, disciplined project management culture.

> ...I am sure Ronald Reagan had the project status process in mind when he said, "Trust but verify." These three words sum up the purpose of a good project status process. (Brown, p. 116)

Good status processes share these characteristics:

1. Simple: Gathering information and administering the system is not a huge burden. Status summaries are easy to read and understand.

2. Consistent: The process is applied consistently over time. Otherwise, no one will take it seriously.

3. Public: Appropriate status is easily available to everyone so they can use it to inform their actions and make good decisions.

4. Inclusive: All projects, regardless of type, use the status process, scaled appropriately for each project's size and complexity.

5. Can be escalated: Escalation is a normal business method for quickly making tough tradeoffs and decisions. The status process should encourage rapid escalations.

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Portland Chapter

(Continued from page 15)

Endpoint

Don't let your projects become stuck in the mire. First, teach your team to drive, delegate, listen, and measure. Second, trust - but verify. Establish a simple and consistent status process that provides vital navigation information and forges a disciplined culture of action.

You can find more articles on getting things done and other project topics at http://www.spspro.com/SPS_cases_papers.htm

James T. Brown, The Handbook of Program Management, 2008, McGraw-Hill

Jeff Oltmann is principal consultant at Synergy Professional Services, LLC in Portland, Oregon (www.spspro.com). He is also on the graduate faculty of the Division of Management at Oregon Health and Science University. Jeff welcomes your questions and ideas. You can contact him at jeff@spspro.com or read previous articles at www.spspro.com/resources.htm.

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Get Straight with your Philosophy First

I don't engage in too many conversations about sustainability. I see sincere people wanting to be green, but I also feel we don't have skills to create solidarity for big change. We want to sound active and caring yet our actions are not broadly grounded. Our approach isn't well thought out. I too have the recycle bins full every week and at times take the MAX. But I am not active in discovering new possibilities.

At this level of effort, I give myself permission to be happy with the 'green' shade I've pulled down over my eyes. Then I read something about how a skin exfoliant contains plastic pellets rather than ground up walnut shells. Goodness. And then I find out about coal mines or something else that disturbs me. Perhaps I should stop just complaining about leaving the lights on and get straight with my philosophy.

Turning the lights off does save me money, but I also see the massive extent of wasted resources all around me. (They say half of everything on a construction project is wasted.[1]) The lights left on seems rather inconsequential. Gary Langenwalter, speaker at the 2009 Portland Managing Projects and Programs conference, characterizes a sustainable approach to projects well with what he describes as "the triple bottom line". In his latest novel book on sustainability, he shows how a company really makes decisions based on **People, Planet and Profit – the triple bottom line.**

It is a personal choice. And the philosophical aspect is relevant. Consider the decision to outsource. Must the project suffer an extended deadline because we cannot manage an external provider in any way other than a sequential waterfall approach? This typically leads to rework that does not allow for the opportunity to respect people's capabilities.

Let's say that I have been rather convincing and you've decided to try out adopting a sustainable philosophy on your project. You have a triple bottom line approach that creates a constant pull in your project for people to align. Now, consider how management addresses problems:

- What happens when you notice something is wrong?
- Is it discussed openly?
- Can you talk about what really happened?
- Why did you have this problem and how can you get back on track?
- How does this tie in to sustainability?

Get straight with your philosophy first. With this in place, you have a launching point to create agreement and union about sustainability.

Matthew Horvat is a coach for Lean Project Consulting, Inc. He lives in Portland and consults to the AEC industry.

1-Seay, C.R. 2000. Presentation at Annual Conference of the Construction Industry Institute re: TVA Fossil Group contractor work process improvement, Austin, Texas. www.construction-institute.org.

PMI & PMF Join Forces-Create Fall Networking Event

The PMI Portland Chapter combined efforts with the PMI Willamette Valley Chapter and the Program Management Forum (PMF) to bring to life the second "Taking the Work out of Networking" event held on Thursday, October 22, 2009.   Together, the three organizations, which included the Eugene, Corvallis and Salem Branches of PMI Willamette Valley, produced the largest networking event of the year with over 165 attendees.

Hayden's Lakefront Grill in Tualatin, Oregon, was the scene for the second of three networking events that will be held each year. Hayden's provided delicious appetizers, a dedicated bartender, and a candle-lit atmosphere that resulted in a casual, laid-back atmosphere, perfect for networking.

From 5:30pm to 9:00pm attendees were free to engage in peer-to-peer networking, talk with event sponsors, and meet fellow PMI and PMF members. Deb Chereck, Career Center Director at the University of Oregon, also conducted private resume review sessions throughout the evening.

Event attendees were able to break the ice at the event by embarking on a Networking Scavenger Hunt, developed by the PMI and PMF. Players were instructed to find other event-goers who could complete questions or meet certain criteria like owning a pet bird or living in Aloha, Oregon. After completing the hunt, players were entered into a raffle to win a $25 gift card to Starbucks.

The fun fall event was supported by eight sponsors including Advisicon, ATSI Group, Comsys, Infogroup Northwest, Innovation Frameworks, Mainz Brady Group, Portland State University – School of Extended Studies, and PMI Willamette Valley Chapter (Eugene, Salem and Corvallis Branches). Each sponsor conducted a raffle during the event to encourage attendee interaction. A huge thanks to our sponsors, and congratulations to all of the raffle winners.

Over 24 volunteers were involved in making the evening a true success! Thanks to all of the volunteers who helped make this event possible:

> Molly Barley, Shirley Briggs, Jeff Brummel, Eldon DelaCruz, Deb Chereck, Darcy Gallagher, John Gugel, Ericka Haas, Michael Horenstein, Holly Howard, Lin Johnson, Budd Levin, Theresa MacDonald, Maureen Meador, Sheryl Morrison, Kevin Nichols, Erik Odegard, Wendy Peterman, Katie Plowman, Saby Waraich, Molly Williams, Shaun Wilde, Jerry Young

The next Career Networking event is being planned by the PMI-Portland Marketing team for February, 2010.

If you have suggestions, comments, or would like to volunteer, please email networking@pmi-portland.

Pam Melton, *Director of Career Networking*

Sponsor	Prize	Winner
Comsys	iPod Touch 8GB MP3	Kimberly Smith
Infogroup Northwest	Apparel	Chris Lorentz Greg Fisher Ray McKenna Patricia Kelley
	Leather Portfolio, Pen, Barnes & Noble Gift Card	Craig Bailey
Portland State University	Bottle of 2007 Vincent Pinot Noir, Meredith Mitchell Vineyard	Robert Bondaruk
Mainz Brady Group	Two Portland Trailblazer Tickets on Lexus Level	Ed Hurlburt
ATSI Group	$100 Best Buy Gift Card	Chris Lorentz
Advisicon	Bottle of Wine	Holly Howard
Innovation Frameworks	Bottle of 2006 Oregon Pinot Noir, OSU Research Vineyard	Ray McKenna
PMI/PMF Networking Scavenger Hunt Drawing	$25 Starbucks Gift Card	Ed Hurlburt
PMI Willamette Valley Chapter	Dutch Brothers Coffee Gift Certificates	Melissa Kiser

Career Networking Event Photos

www.pmi-portland.org

Shannon Mahoney & John Gugel

Attendees with sponsor Portland State University

Mainz Brady Group announcing the winner of their raffle prize

The Mainz Brady Group table

The Innovation Frameworks Table

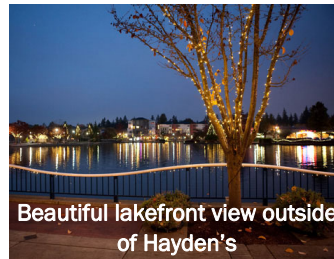Portland State University raffles off a bottle of wine

Volunteer Shirley Briggs manning the registration table

Resume review by Deb Chereck

Beautiful lakefront view outside of Hayden's

Many thanks to Erik Odegard for the photos
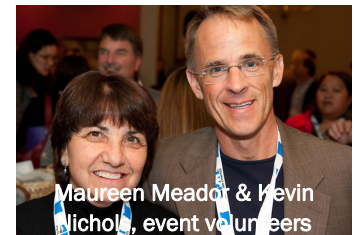
Pam Melton at the PMI Portland Career Networking table

Raffle time with InfoGroup NW

Networking in Action

Hayden's Lakefront Grill

Maureen Meador & Kevin Nichols, event volunteers

![PMI Project Management Institute Portland Chapter logo]

Chapter Events
- Meeting Sponsor
- Calendar
- Keynote Presentation
- Educational Presentation
- Roundtables

Professional Development
- Best Practices in Managing Projects with MS Project
- The Process & Persona of Effective Leadership
- PDMA Learning Event
- ISSIG Call for Papers

People
- Membership News
- Volunteer News
- Welcome New Volunteers
- Volunteer of the Month—Saby Wairich
- Faces of PMI Portland

Articles
- How to get things done, Jeff Oltmann
- Get straight with your philosophy first, Matt Horvat
- PMI & PMF join forces to create the Fall networking event

PMI
- PMI honors Cadence Management Corporation
- About PMI Portland

www.pmi-portland.org

Project Management Institute Honors Cadence Management Corporation

Cadence Management Corporation was awarded the Project Management Institute (PMI®) Continuing Professional Education Provider of the Year Award (Individual/Business Category) for its exceptional skills in the delivery and implementation of a professional development program in project management.

"This is a tremendous honor for Cadence," says Cadence president John Patton, "It points directly to the quality of our clients around the world who diligently apply the Cadence Methodology to achieve success on their most critical projects. We congratulate each of them on their success as we accept this prestigious award."

For over 26 years, Cadence Management Corporation has delivered formal project management training, consulting services, and supporting project tools to leading companies and project managers around the world. Companies around the world count on Cadence to provide structure and discipline to their projects, to help them deliver more with less. From Locomotives to PCs, financial services to medical equipment, spacecraft to coffee, Cadence can be found in the products and services that touch the world every day.

"The PMI Awards Program recognizes excellence in project management across a broad array of categories for organizations, individuals, community advancement and our chapters and their volunteers," said Gregory Balestrero, president and CEO of PMI. "Winning this award is a testament to the value project management brings to our varied stakeholders."

The PMI Continuing Professional Education Provider of the Year Award was presented on 10 October during the PMI Awards Ceremony at PMI® Global Congress 2009—North America in Orlando, Fla.

Job Hunting?

Chapter Members—sign up for the PMI Portland Jobs Program Members receive emails direct from employers looking to hire!

Click here for details

About PMI Portland

President	Rachel Paulson PMP
President Elect	Joseph Marietta PMP
Past President	Dianne Johnson PMP
Secretary	Kathy Pemberton
VP Finance	Shancy Saban
VP Marketing	Jeff Brummel PMP
VP Membership	John Gugel PMP
VP Operations	Jimmy Godard PMP
VP Professional Development	Darin Goble PMP
VP Programs	Terri Hagmann PMP
Chapter Meetings	Third Tuesday of every month except July and August. Check chapter website to confirm meeting dates.
Mailing Address	P.O. Box 5966, Portland OR 97228-5966
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Chapter Web Site	www.pmi-portland.org
Newsletter Editor	newsletter@pmi-portland.org
For more contact information	See the "Contact Us" page and the "FAQ" page on the PMI Portland website
Chapter Mission	To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.